

Table of Contents, Volume 29

May 1988 (Volume 29, No. 1)

- (Talkback) **Restaurant Franchising: Is There Still Room for Survival?**, by Tom Feltenstein. Pages 8-11.
- (Talkback) **The Spatula: Springboard to Success**, by David Zernelman. Page 12.
- (Notes) **A Profit-Sharing System for Restaurants**, by Michael Garcia. Pages 13-17.
- (Notes) **B&Bs: A Matter of Choice**, by Chad P. Dawson and Tommy L. Brown. Pages 17-21.
- (Notes) **Drug-Testing: An Update**, by Robert Alan Palmer. Pages 22-23.
- (Notes) **Food-Service Purchasing: Corporate Practices**, by Carl D. Riegel and R. Dan Reid. Pages 24-29.
- (Notes) **Developing Your Procurement Strategy**, by Donald Eames and Gregory X. Norkus. Pages 30-33.
- Finding and Developing Tomorrow's Top Managers**, by Harlow Cohen and Eric H. Neilsen. Few hotel companies have a formal program for identifying and developing employees with high management potential. More often, top performers are identified through informal processes such as observation, conversation, and attribution. In this article, the authors report on leadership identification in two hotels and their parent company. Pages 34-41.
- Sharing Risks and Decision Making: Recent Trends in the Negotiation of Management Contracts**, by James J. Eyster. A shift in the relative bargaining power of hotel owners and hotel operators is reflected in recent management contract negotiations. This article focuses on the effects of this shift in two areas of contract negotiations: operator equity and loan contributions and operator management fees. (First in a series.) Pages 42-55.
- Older Workers: A Hiring Resource for the Hospitality Industry**, by Frederick J. DeMicco and Robert D. Reid. Older employees in the food-service industry demonstrate above-average job performance and organizational commitment. The authors present the results of surveys on the attitudes and performance of older workers and discuss how managers can apply these findings to recruit and retain older workers. Pages 56-61.
- (Statistical Snapshots) **Focus on Hotel Valuation**, by Stephen Rushmore. Page 62.
- Creating a Culture that Builds Your Bottom Line**, by Kareen H. Tidball. An organization's stated policies are not always the policies by which it is actually run. In this study of a restaurant company, the author shows the importance of making sure a company's public pronouncements are the same as its operating philosophy. Pages 63-69.
- The Hotels of Rome: Meeting the Marketing Challenge of Terrorism**, by John A. Hurley. Following terrorist attacks in airports in Rome and Vienna, U.S. travel to Rome fell by over a million visits. Hotels that relied on U.S. business had to reexamine their marketing strategy. Here's how seven hotels in Rome responded. Pages 70-79.
- (Profile) **Man Ray Bistro: Starring Rolls**. Page 80.
- Frequent Travelers: Making Them Happy and Bringing Them Back**, by Bonnie J. Knutson. Frequent travelers have clear expectations regarding what they will find in a hotel room. A survey of travelers' expectations shows hotel operators how their properties measure up and what they need to offer to meet or exceed guest expectations. Pages 82-87.
- (Profile) **Morris Lasky: Turnarounds Unlimited**. Pages 88-89.
- (Statistical Snapshots) **Focus on New York City**, by Stephen W. Brener. Page 90.

August 1988 (Volume 29, No. 2)

- (Notes) **Development in the '80s: The Facts of Life After Tax Reform**, by Jan A. deRoos. Pages 10-12.
- (Notes) **Answering the Eternal Question: What Does the Customer Want?**, by Ann M. Atkinson. Pages 12-14.
- (Notes) **Goodbye, Good—Hello, Select**, by Gregory X. Norkus. Pages 14-17.
- In Quest of Strategic Planning**, by Burt Nanus and Craig Lundberg. Here is an inexpensive but effective procedure firms can employ to assess the likelihood of future scenarios and create strategies to profit from the most likely of these events. Pages 18-23.
- Building Your Customer Base with Key Accounts**, by James C. Makers. Pursuing new customers at the expense of losing the old is a costly and self-defeating sales strategy. Here's how to build your proven key accounts. Pages 24-29.
- Managing Workforce Diversity: Changing Culture at South Seas Plantation**, by Gail Christensen. One secret of a successful resort is its employee culture. This article explains how South Seas Plantation has nurtured its culture over the past two decades. Pages 30-34.
- 1988 Educators' Forum**
- **Ireland: Toward a New Definition of Hotel Management**, by Tom Baum. Pages 36-40.
 - **Teaching Future Managers**, by Richard F. Tas. Pages 41-43.
 - **Academic Credibility and the Hospitality Curriculum**, by Michael R. Evans. Pages 44-45.
 - **Setting Standards for Faculty Evaluation**, by Diane Teel Miller and Michael D. Olsen. Pages 46-47.
 - **Upward Influence: How Administrators Get Their Way**, by Harsha E. Chacko. Pages 48-50.
 - **An Overview of Research in Hospitality Education**, by Mahmood A. Khan and Michael D. Olsen. Pages 51-54.
 - **Hospitality Research: Reassessing Our Strategy**, by Robert W. Eder and W. Terry Umbreit. Pages 54-56.
 - **Hospitality Law: What We're Teaching**, by Jon P. McConnell and Denney G. Rutherford. Pages 57-58.
 - **The Library: Learning Lab for Managers**, by Judith Collins. Pages 59-61.
 - **Teaching Financial Management with Spreadsheets**, by Elisa Moncarz and William O'Brien. Pages 62-66.
 - **Course Design for Multicultural Management**, by Mary L. Tanke. Pages 67-68.
 - **Handicapped Guests and the Hospitality Curriculum**, by Bruce I. Lazarus and Jane E. Kaufman. Pages 69-70.
 - **Housing and Feeding the Homeless: Applying Hospitality Expertise to Public Service**, by Ann Hales, James J. Eyster, and John L. Ford. Pages 71-75.
 - **Filling China's Staffing Gap**, by Thomas P. Cullen. Pages 76-78.
 - **As We See Ourselves**, by Thomas W. Calnan. Page 79.
- Recent Trends in the Negotiation of Hotel Management Contracts: Terms and Termination**, by James J. Eyster. As competition among operators has increased, owners have been able to win more favorable contract terms, particularly with regard to guaranteeing the operator's performance. This article focuses on these changes in contract provisions. Pages 80-90.
- (Profile) **Jay Litt: The Value Approach to Hotel Management**. Pages 91-93.
- (Special Report) **All-Suite Hotels. All-Suite Overview**, by Theodore Mandigo. **All-Suites Outlook** (these articles are excerpted from *All-Suites Lodging Industry, 1987*, published by Laventhol & Horwath): **F&B in All-Suites**, by Richard M. Kelleher; **All-Suite Innovations**, by John Norlander; **Targeting the Mid-Price Market**, by John M. Jorgenson; **The Suite Sales Myth**, by David B. Storm; **Economical Positioning**, by Mark Harris. **All-Suite Scorecard**, by Pamela Lanier. Pages 94-97.
- (Statistical Snapshots) **Focus on Chicago**, by David J. Sangree. Pages 98-99.
- Making Meetings Work**, by Robert H. Woods and Florence Berger. Here's a guide for planning and conducting successful business meetings. Pages 100-106.

November 1988 (Volume 29, No. 3)

(Talkback) **The Gentle Art of Overbooking**, by Michael M. Lefever. Pages 7-8.

(Talkback) **Where Next for Women?**, by Nita Lloyd-Fore. Pages 9-11.

(Talkback) **Uses and Abuses of Hospitality Research**, by Robert C. Lewis. Pages 11-12.

(Notes) **Ten Laws of Customer Satisfaction**, by Bonnie J. Knutson. Pages 14-17.

(Notes) **Hospitality Internships: An Industry View**, by James F. Downey and Linsley T. DeVeau. Pages 18-20.

(Notes) **Fighting IRS Tax Penalties**, by John M. Tarras. Pages 21-23.

(Notes) **How Students View Food Service**, by Robert M. O'Halloran and Jack D. Ninemeier. Pages 24-27.

Shark Repellent: Anti-Takeover Measures for the Hospitality Industry, by Avner Arbel and Robert H. Woods. This article describes how to make your firm less appealing to takeover sharks, and if the sharks are already nibbling, what you can do to increase the chances that your firm won't ultimately be swallowed. Pages 28-39.

Theory M: Motivating with Money, by Timothy Weaver. Here is a motivation program based on the simple assumption that hourly employees, unlike professionals, will be more loyal and will work harder if they are rewarded in cash. Pages 40-45.

Responding to Market Changes: The Fast-Food Experience, by Regina Robichaud and Mahmood A. Khan. New menu items have forced design changes in the fast-food production system. Here's how unit managers at seven different chains dealt with the problems they faced when their company's menu expanded. Pages 46-49.

Quality Circles in France: Accor's Experiment in Self-Management, by Christophe Orly. Too often, managers impose a so-called quality-assurance program on their workers without providing training or providing the time, resources, and support necessary to make meaningful changes. Accor's management invested the time and resources—here are some of the results. Pages 50-57.

Tips Allocation: A Hotel Compliance Study, by Raymond S. Schmidgall and John M. Tarras. Misinterpretations of tip-allocation procedures can result in overpayment of income taxes or underpayment of FICA taxes. The authors report some of the common misinterpretations and describe how tip-allocation regulations should be applied. Pages 58-61.

Expert Systems: Advisor on a Disk, by John T. Bowen and David N. Clinton. Since human experts are costly and few in number, many firms are turning to expert-system computer programs for complex decision making. The authors discuss the way these programs work and describe some expert-system programs in use in the hospitality industry. Pages 62-67.

International Profit Planning, by Douglas B. Rusth and Michael M. Lefever. Domestic profit planning does not readily transplant to less predictable foreign environments, where unusual variables must be considered. Here's how several firms have dealt successfully with overseas operations. Pages 68-73.

Competition: The Art of Counting Cars, by Michael M. Lefever. Based on his own food-service experience, the author describes restaurant competition in all its forms and variations. Pages 74-83.

(Statistical Snapshots) **Focus on Food-Chain Sales**, by Ronald N. Paul and Ralph Rush. Pages 84-85.

Fine-Tuning Your Menu with Frequency Distributions, by Stephen G. Miller. Plotting guest checks on a frequency-distribution graph can give you a good indication of who your customers are and how much they're willing to pay. Here's how to make a frequency-distribution graph for food-service operations and use frequency-distribution information to plan menus that will increase your profitability. Pages 86-92.

February 1989 (Volume 29, No. 4)

Profiles in Hotel Feasibility: A Case Study of Charlottesville, VA, by George A. Overstreet, Jr. Many observers blame optimistic feasibility studies or liberal tax laws for the overproduction of hotel rooms in many U.S. markets. But the real culprit may be external factors. This article is the first in a series of articles presenting the case of hotel developments in Charlottesville. Pages 8-19.

Hotel Condominiums After Tax Reform, by David M. Disick and Malcolm A. Noden. Investors can still benefit from owning a condominium hotel unit. In this article, the authors propose a way to structure hotel condominiums that responds to the practical realities of hotel condominium investment, and management under the Tax Reform Act of 1986. Pages 20-29.

"Restauration" Theater: Giving Direction to Service, by David Romm. Customers want more than food when they go out to eat. They want friendliness and sociability. Using the metaphor of the theater, you can help your waiters and waitresses succeed at the important task of producing friendly service. In this article, the author examines the restaurant business from a broad perspective and answers some fundamental questions about food service. Pages 30-39.

Focusing Attention on Your Waitstaff's Performance, by David L. Whitney and Kathleen Stuenkel. Some servers lose focus and fail to respond to customers' needs when the restaurant gets busy. Training techniques that help athletes concentrate may improve these waitresses' and waiters' performance. In this article, the authors describe methods of diagnosing concentration problems and outline some strategies for overcoming their impairing effects. Pages 40-44.

Creating Positive Service Encounters, by Andrew Lockwood and Peter Jones. Contrary to common belief, managers can exert control over what takes place in service encounters. In this article, the authors present a series of strategies designed to help your employees handle service encounters successfully and with minimal stress. Pages 44-50.

Bio Data: Using Employment Applications to Screen New Hires, by Brooks Mitchell. By using key questions on a "weighted application blank," you can select job applicants who are most likely to stay with you. This article tells how a large international hotel chain successfully used this method to screen potential employees for a new facility in the southeastern United States. Pages 56-61.

Employee Assistance Programs: Beating Alcoholism in the Dish Room and the Board Room, by R. C. Quick. Personal problems are interfering with your staff productivity and cutting into your bottom line. In this article, the author explains a cost-effective way to realize the full promise that many troubled employees represent in terms of productive time on the job, concentrating on a solution to the problems created by alcoholism. Pages 62-69.

(Profile) **Chef Leslie Peat: From May Fair to O'Hare**. Pages 70-71.

The New Soviet Tourism, by Jerome J. Vallen and Charles Levinson. The political and economic changes in the USSR include a new emphasis on international tourism. Hospitality managers with new decision-making power and new capital to spend are preparing their operations for the projected increase in international visits. In this article, the authors report on the changes they observed during their most recent visit to the USSR. Pages 72-79.

(Report) **Rebirth of the St. Regis**, by Judith Blair. Pages 80-81.

The Final Steps in Market Development: Execution and Measurement of Programs, by Peter C. Yesawich. Once you have decided what message you want to convey, the job isn't done. You have to choose appropriate media to convey your message and decide how you're going to evaluate your marketing program. In this article, the author tells how to implement your strategy and how to measure the effectiveness of your program. (Part three of a three-part series.) Pages 82-91.

Restaurant Advertising: Coupons, Clowns, and Cadillacs, by Michael M. Lefever. When it comes to attracting customers, restaurant operators have tried everything from personal friendship to outright fantasy. In this article, excerpted from his book, *Restaurant Reality: A Manager's Guide*, the author explains the practical aspects of restaurant advertising. Pages 92-101.

